



FAIR AND EFFECTIVE CRIMINAL JUSTICE

A photograph of a prison complex at sunset. In the foreground, a guard in dark uniform stands on a circular, elevated watchtower with a conical roof and a metal railing. The watchtower has several windows. The background shows multiple prison buildings with metal roofs and barred windows, set against a hazy, orange-tinted sky. The overall scene is bathed in the warm light of the setting sun.

Annual report

2022


**Penal Reform International
Annual Report 2022**


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Detailed accounts, with all of PRI's financial information, and a detailed overview of our expenditure and income, alongside our audit and post-audit reports is available on our website at: www.penalreform.org/resource/pri-annual-accounts-2022.

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Message from our Chair

David Fathi



2022 was a year that saw PRI continue working tirelessly towards its ambitions set out in its four-year strategy. It was a year in which the impacts of COVID-19 were still felt, including in prisons where officials insisted on imposing restrictions harming detained persons. It was also a year in which the world reflected on how it had responded to the first pandemic of its kind in generations. To support better human rights preparedness in the face of other pandemics, or any crisis whether climate change-related or due to conflict, PRI issued recommendations, practical models and analysis so lessons could be identified and applied in the future.

The questions faced in 2022 by prisons and the wider criminal justice system were not only how to recoup losses and restore operations to full efficiency, but also how to harness the progress made and lessons learned during the crisis. To inform action, PRI published in March 2022 a framework for prisons on good governance, using case studies from Kazakhstan and Kenya, and examples from elsewhere. In this vein, PRI also undertook research on impacts of the pandemic on probation systems; this was translated into a 10-point plan on crisis-ready non-custodial sanctions and measures.

Global Prison Trends 2022, published in May, again documented the impact of the harsh restrictions imposed as part of pandemic responses on criminal justice systems, and particularly on detained people. It also found that the ever-increasing global prison population and overcrowding triggered investment

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With geopolitics, the state of the global economy, and the increasing pressures on civic space, PRI remains true to its mission.

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in new or expanded facilities, creating about 437,000 more prison spaces worldwide (at a minimum, as this was based only on open-source data).

In 2022 we supported national authorities, civil society and other stakeholders across 15 countries in five regions to bring change so that ultimately the human rights of people in contact with criminal justice systems are better protected. With geopolitics, the state of the global economy, and the increasing pressures on civic space, PRI remains true to its mission and, thanks to all of our generous donors, is able to continue the vital work it does, as detailed in this annual report – we remain grateful as ever. Thank you also to our staff and civil society partners, who work ceaselessly to better the lives of people in conflict with the law.

Message from our Executive Director

Olivia Rope



As we reflect on our achievements at Penal Reform International in recent years, including in 2022, it is clear that working together as a civil society sector was critical.

We have demonstrated together that not only is civil society relevant, needed, and its work varied and rich, but it is agile, creative, and fast-paced. This was demonstrated most recently in the sector's response during the pandemic.

In all corners of the world, non-governmental organisations continue to fill the gaps where governments fall short for people in detention. In the current climate, this is increasingly so as government purses are stretched, with funds being spent on conflict, recovering from the pandemic, and tackling climate change and its impacts. From legal aid to mental health services, and connecting people in prison with their loved ones through facilitating visits, NGOs are a lifeline.

They also tackle some of the most serious, unpopular and persistent challenges, working to bring change to the lives of some of the most vulnerable and marginalised people including those in contact with the law. One of these challenges is deaths in prison, and as a first step in seeing change, in December 2022 together with academic partners we published a report Deaths in prison: Examining causes, responses, and prevention.

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However, right now civil society faces extreme pressures, from serious funding shortages to closing civic space. Collaboration is key to overcoming these challenges to pursue our goals. I wish to thank all of our civil society partners, our funders, and the people we work with in government and other sectors to effect change. Let's continue our work together.

And I want to thank PRI's international staff team for their dedication and tireless efforts to protect the human rights of people in justice systems.

Vision, mission and strategy

Over 11 million men, women and children are in prison around the world, a large proportion for minor and non-violent offences. Over 3 million people in detention are awaiting trial. Overall, crime is not rising; however, the number of people in contact with criminal justice systems across the globe, and significantly the number of people in detention, is rising.

Penal Reform International structures its work through a policy programme, regional programmes, and a governance and strategy programme that ensures learning and impact.

Our vision:

Safe societies worldwide in which fair and effective criminal justice systems are non-discriminatory and protect the rights of disadvantaged people.

Our mission:

We work to promote criminal justice systems that uphold human rights for all and do no harm. We run practical human rights programmes and support reforms that make criminal justice fair and effective. Our primary objectives are to secure trials that are impartial, sentencing practices that are proportionate and promote social rehabilitation, and humane conditions of detention where alternatives to imprisonment are not possible.

Our strategic goals:

The following four strategic goals and core projects further guide our work.

1. We put people in criminal justice systems at the heart of our work

- We advocate for the human rights of people who face heightened vulnerability in justice systems like children, older persons, and minorities;
- We develop human rights-based policies and practices with prison and probation administrations, for example by training prison staff on the United Nations Nelson Mandela Rules and Bangkok Rules.

2. We want to address key trends in criminal justice systems

- We focus international attention on the rise in life sentences across the globe and the human rights concerns with their imposition and implementation;
- We ensure the protection of persons in detention who are at risk from extreme heat and other natural hazards, as well as other crises like pandemics.

3. We work practically to create fair and effective criminal justice systems

- We create and deliver diversion and non-custodial alternatives to imprisonment to reduce harms of imprisonment;
- We implement a wide range of projects to improve the conditions for people in prison. We develop and implement the provision of rehabilitation and reintegration with an individualised approach.

4. We engage with a variety of stakeholders

- We cooperate with both national bodies and international mechanisms at the international and regional levels, and provide expert input to their work;
- We work alongside and share our expertise and knowledge with other civil society organisations, and we are transparent and open about our strategies and views.

Facts and figures

Where we delivered projects in 2022

Sub-Saharan Africa

Central African Republic
Uganda

Middle East & North Africa

Algeria
Jordan
Sudan
Yemen

Europe

Hungary
Portugal

South Caucasus

Armenia
Georgia

Central Asia

Kazakhstan
Kyrgyzstan
Philippines
Tajikistan
Uzbekistan

Our blogs in 2022

66,667

Page views of our
blog series

↑ 18%

Since 2021

We published **16 expert blogs**, covering topics such as prison staff, children and older people deprived of liberty, palliative care in prison, impacts of the economic crisis on detention conditions, mental health, alternatives to imprisonment, and the expansion of prison capacity.

Our online presence in 2022

236,607

Visits to our
website

↑ 10%

Since 2021

6,055

Followers on
Twitter

↑ 7%

Since 2021

1,269

Followers on
Facebook

↑ 7%

Since 2021

5,105

Followers on
LinkedIn

↑ 54%

Since 2021

Our publications in 2022

PRI published some **key resources** including **new guidance** on:

- Good governance for prisons : Putting good governance into action during and beyond the COVID-19 pandemic
- 10-point plan: crisis-ready non-custodial sanctions and measures
- Deaths in prison: Examining causes, responses, and prevention

Our **top downloaded** publications were:

- Alternatives to the death penalty Information Pack¹
- Ten-Point Plan to Reduce Prison Overcrowding²
- Global Prison Trends 2021³
- Global Prison Trends 2022⁴
- The unintended negative consequences of the 'war on drugs'⁵

19,902

Downloads of our
resources
in 2022

↑ 9.7%

Since 2021

1. www.penalreform.org/resource/alternatives-death-penalty-information-pack
2. www.penalreform.org/resource/10point-plan-address-prison-overcrowding
3. www.penalreform.org/global-prison-trends-2021
4. www.penalreform.org/global-prison-trends-2022
5. www.penalreform.org/resource/unintended-negative-consequences-war-drugs-mass-criminalisation-punitive

Our activities & impact in 2022



People at the heart of our work

Children

In **Uganda**, children were reached in the Northern region as part of an EU-funded project that continued in 2022 which improves access to legal and rehabilitative support for children in conflict with the law who have experienced violence and discrimination. With PRI's support, non-custodial sentences and pre-trial measures were secured for children, and children who were suspected of a crime or being sentenced were supported with legal representation in court. Many children in prison took part in our psychosocial counselling workshops. Finally, we increased knowledge and awareness among children who were suspects and persons from selected at-risk groups on their rights and the responsibilities of state and non-state justice institutions.

In 2022, we finalised a project funded by UN Democracy Fund to improve the criminal justice systems of **Kyrgyzstan, Tajikistan and Uzbekistan**. It contributed to the three country's laws (and practice) being more in line with international human rights law, ensuring fairer treatment and better treatment for individuals in contact with the law, including children.

In **Kazakhstan**, we developed specific recommendations aimed at relevant authorities to address gaps in the area of administering child justice and to strengthen independent child rights monitoring in emergency crisis situations. PRI also provided legal information and advice to children in contact with the law and parents/legal representatives in Shymkent and Almaty. A training manual for members of the National Preventive Mechanism, representatives of law enforcement agencies formed the basis of two trainings on child-friendly justice, particularly in times of emergency.

In **Jordan**, PRI issued two guidelines on the treatment and protection of the girl child in contact with the law, and secondly on measures of diversion. Eighty staff members from the Family protection and Juvenile Department's office were trained on the treatment of girls who come in contact with the police. A further

85 stakeholders were reached through a national roundtable on the same topic, with representatives of ministries, foreign embassies, UN agencies and local NGOs participating.

Women

PRI continued to be at the forefront of efforts globally to promote gender-sensitive criminal justice systems, in line with the UN Bangkok Rules. In **Uganda**, PRI activities aimed at improving women's access to justice, health care and reintegration support services. In 2022, capacity building workshops, trainings and technical support were provided to different target groups to improve the implementation of the international human rights standards including the UN Bangkok Rules and Nelson Mandela Rules.

Direct support provided to women in detention including medical and psychiatric assistance, legal assistance and counselling, entrepreneurship trainings, rehabilitation and reintegration support together, increased the number of women serving community-based sentences instead of going to prison, empowered women to demand for their rights and improved women's health. In addition, PRI facilitated the reunion of women with their families through visits in prison, thereby improving their physical and mental well-being and fulfilling the right to see family per the UN Bangkok Rules.

On 13 June, 26 women from Mbale Women's Prison were certified in small business management. The women, who had completed one month's training in business development, entrepreneurship and strategic business planning, also received startup capital ranging from Shs3m to Shs7m, to launch their own businesses so they could support themselves and their families upon release. At a graduation ceremony, one of the beneficiaries said, *"When I was arrested and convicted, I lost everything I had, including my job. I am now happy that upon my release, I will have the capital to start a small business for myself and I know I will make it."*

In **Yemen**, PRI's work to support female police and the established police academy continued, including topics on recruitment techniques, thanks to support from the Embassy of the Netherlands. In 2022, roundtable meetings facilitated by PRI saw top managers from all police departments of Aden discuss the importance of hiring female officers within their teams. Together with PRI's partner, Together Foundation for Development & Human Rights, a training for 30 female judges focused on adjudicating in gender-based violence cases. Also safe and appropriate working spaces were created for female police officers at their duty locations.

In 2022 PRI continued its work in **Sudan** through supporting 22 local NGOs to enhance their abilities to provide services for women victims of gender-based violence, providing legal assistance and documenting the violations that take place against them, and creating a national network for emergency support for those women and girls.

Addressing key trends

Global Prison Trends 2022, PRI's flagship report published annually with the Thailand Institute of Justice, was published in May.⁶ With the global prison population at an all-time high, the report exposed that, rather than reducing the number of people in prison, many governments are instead increasing prison capacity, with a significant expansion in the global prison estate in the past year.

The online launch event was attended by 120 people from 37 countries in 5 continents, with opening remarks from Hon. Justice Imani Daud Aboud, President of the African Court on Human and Peoples' Rights. Executive summaries of the report and the accompanying set of infographics were published English,⁷ German,⁸ Russian,⁹ and Swahili.¹⁰

Crisis preparedness

In 2022, PRI undertook a range of activities to support human rights-based approaches to crisis preparedness in criminal justice systems. A 10-point plan on crisis-ready non-custodial sanctions and measures was published,¹¹ with practical, evidence-based guidance on building and strengthening services that are non-discriminatory and better able to adapt and respond to crises. The guidance is based on in-depth country reports on the impact of the COVID-19 pandemic on the use, implementation and experience of non-custodial sanctions and measures in **Georgia, Hungary, Kyrgyzstan** and **Portugal**.¹² The online launch event¹³ was attended by representatives from 27 countries, representatives of the International Penal and Penitentiary Foundation (IPPF), the Kyrgyz Probation Service, and the research team who discussed key findings and learnings.

PRI also published new guidance on good governance for prisons,¹⁴ with practical examples of how the eight principles of good governance were applied in response

to the COVID-19 pandemic and how they might continue to be applied more effectively towards longer-term and sustainable reform. It is based on research into the COVID-19 justice response around the world, including a particular focus on Kenya and Kazakhstan.

In partnership with the Netherlands Helsinki Committee and Georgian NGO Prevention for Progress, PRI also assessed the long-term effects of the COVID-19 pandemic on human rights of people in prison as well as the working conditions of prison staff in **Georgia**. It was an assessment to determine how effectively the system had dealt with the crisis of the pandemic, what follow-up actions were taken, and assessing the impact of the pandemic on prison staff turnover.

During the 31st session of the United Nations Commission on Crime Prevention and Criminal Justice (CCPCJ) in May, PRI and partners brought a discussion to UN member states about the 'triple threat of crises' which prison systems are facing, at a side event, 'Prisons in crisis: Conflict, climate change and COVID-19'.¹⁵ Experts and practitioners shared insights on the situation in prisons amidst the conflict in Ukraine, the impact of recent 'super typhoons' on prisons in the Philippines, lessons learned from the pandemic on good governance in prisons in Kenya, and more.

Health

In 2022, PRI was appointed as Secretariat of the Informal CSO Group on Health in Prison¹⁶ which comprises over 30 organisations working in all regions of the world. Supported by UNODC, the group operates to ensure that the voices of civil society organisations working with affected communities are heard in intergovernmental and normative processes, and facilitates sharing of information, co-learning and capacity-building between members.

6. www.penalreform.org/global-prison-trends-2022

7. www.penalreform.org/wp-content/uploads/2022/05/GPT2022-Exec-summary-EN.pdf

8. www.penalreform.org/wp-content/uploads/2022/08/GPT2022_Exec-summary_German.pdf

9. www.penalreform.org/wp-content/uploads/2022/08/GPT2022_Exec-summary_Russian.pdf

10. www.penalreform.org/wp-content/uploads/2023/01/GPT2022_Exec-summary_SWAHILI.pdf

11. www.penalreform.org/resource/country-reports-covid-19-impact-non-custodial-measures

12. www.penalreform.org/resource/country-reports-covid-19-impact-non-custodial-measures

13. youtu.be/YbkJnX1nUBk

14. www.penalreform.org/resource/good-governance-for-prisons

15. www.penalreform.org/resource/event-prisons-in-crisis-conflict-climate-change-and

16. www.penalreform.org/issues/healthcare/cso-group-on-health-in-prison

Given that mortality rates among global prison populations is up to 50% higher than in the general community, which raises serious human rights and public health concerns, PRI began to work with partners on issues around deaths in prison. Supported by the University of Nottingham and in collaboration with the *prisonDEATH* initiative,¹⁷ PRI conducted research involving stakeholders in 25 countries in all regions, as well as 19 European prison administrations and, in December, published a briefing examining the causes, responses, and prevention of deaths in prison worldwide.¹⁸ Aimed to inspire action, it includes recommendations to guide human rights-based responses to prevent premature or preventable deaths in prison. The findings were presented at an academic conference in November¹⁹ and inform ongoing work developing guidance on investigating deaths in prison.

Decriminalising poverty and status

In 2022, we continued our work in bringing attention to laws that target poor and marginalised members of the community, including through our membership of the Campaign to Decriminalise Poverty and Status. Through co-organising two events at the UN level, PRI and partners highlighted the criminalisation of people who use drugs as a major driver of policing and imprisonment across the world,²⁰ and shared learnings and experiences in enacting reforms and recommended actions that can be taken at the national, regional, and international levels with a view to defining clear goals and decisive action to decriminalise poverty and status.

17. www.nottingham.ac.uk/research/groups/prisons-health-and-societies/research-projects/index.aspx

18. www.penalreform.org/resource/deaths-in-prison-examining-causes-responses-and-prevention

19. www.penalreform.org/news/conference-seeks-to-improve-prevention-and-responses-to

20. www.penalreform.org/resource/event-challenging-the-criminalization-of-poverty-and-marginalization

Practical programmes

We initiate and support governments to kickstart reform

As part of our support to the Penitentiary Service in **Central African Republic (CAR)** as an implementing partner of the UN peacekeeping mission, MINUSCA, PRI organised capacity building trainings on many topics for penitentiary personnel. For example, eight prison officers were trained in plumbing, carpentry and electricity in a government vocational high school in Bangui to be able providing technical support to the Ministry of Justice to address challenges on prisons infrastructures and equipment's maintenance works. The equipment required to make the technical team operational have been acquired.

Also, a delegation of three Central African prison officers visited the penitentiary system of Senegal for a 40-day professional immersion training. The prison's Director-General made a one week working visit to Senegal as part of South-South partnership, in order to encourage the sharing of experience and prison best practices on relevant domains such as security, management, organisation of reintegration activities, management of prison production and humanisation of detention conditions, etc.

We conducted a one-week scoping mission to the **Philippines** with UNODC in September, where we met with the leadership of the jail system (BJMP) and the prison system (BuCor), the parole and probation administration, and the public defender's office, and conducted a civil society consultation and visited the largest jail and prison in the country. This informed the ongoing work with UNODC in the Philippines.

In **Algeria**, PRI, in partnership with the National Council for Human Rights, built the capacity of 54 representatives of civil society organisations in the country's cities of Mostaghanem and Annabato. The aim of the workshop was promoting and understanding the practical implementation of human rights-based approaches in the administration of justice.

A capacity-building workshop for 31 staff members and commissioners at Algeria's National Council for Human Rights focused on the role of the Council in promoting and protecting human rights for people who come in contact with the law. It also enabled better understanding of the Council's role in defining these

rights and supporting efforts for justice reform through enhancing the coordination mechanisms between the Council, national authorities and local civil society. Trainings were also provided for 30 judges on fair trial guarantees, legal aid, rights of accused persons based on human rights standards, and Algerian legislation, focusing on vulnerable groups including women, children, migrants, and 25 police officers on human rights-based approach for police work, rights of accused persons, treatment of women and migrants when they come in contact with the law, children protection, and possible ways for cooperation with civil society.

In **Armenia**, PRI's work with partners continued to support the Ministry of Justice and prison and probation authorities with the reform agenda. This included a study visit to Estonia to increase their awareness of good practices and support to drafting a new Strategy and Action Plan for prison and probation.

This was complemented by initiatives of PRI and partners to strengthen civil society's engagement in the justice sector and police reforms. Training on monitoring, reporting and advocacy was one focus of 2022.

PRI's study on the impact of COVID-19 on prisons and reform priorities, commissioned by the Council of Europe was presented to the Council of Europe and EU members states in January 2022.

PRI, in partnership with the Advocates for International Development's ROLE UK programme and Rwanda Bridges to Justice, delivered a training session on "Promoting Professional Prison Practice" to 30 Correctional Services staff in **Rwanda**. The training contributed to equipping staff with the knowledge and skills to promote and safeguard the rights of people in prison and enhanced professionalism towards improved practices and conditions of detention.

Prevent torture and ill-treatment

In **Georgia**, PRI joined the Open Society Georgia Foundation who led monitoring and advocacy initiative of NGOs to monitor the implementation of the EU-Georgia Association Agenda (specifically, the part on monitoring the fulfilment of anti-torture commitments by Georgian authorities). A policy brief and an implementation report has been produced which was discussed at a roundtable with judges, lawyers and a member of parliament.

→ **See also:** Chapter 'People at the heart of our work', under 'Children', for work in Kazakhstan.

Diversions and non-custodial alternatives

With a consortium of partners, PRI was involved in research on the status of non-custodial measures and sanctions. In the EU, a comparative study²¹ of 22 European Union member states' current legislation and practices was conducted as part of our project *Promoting non-discriminatory alternatives to imprisonment across Europe*.²² The project is in partnership with the Legal Research Institute at the Faculty of Law of the University of Coimbra (UC) and the Hungarian Helsinki Committee, with funding from the European Union's Justice programme. Led by UC, the comparative study drew from national reports²³ and input from experts from the included Member States, examining the use and implementation of non-custodial sanctions and measures. The research supports a deeper understanding of the current challenges and opportunities in advancing real and effective alternatives to imprisonment in the region, including for populations often disproportionately represented in prisons, and ultimately aims at reducing overreliance on prisons.

PRI engaged in extensive dissemination of the research and the outputs and recommendations of the project, including through international events such as the

World Congress on Probation in Ottawa²⁴ that helped reach nearly 200 varied criminal justice stakeholders representing academia, judiciary, prison and probation services, regional bodies and civil society. Over 2,000 people have accessed the project's resources through PRI's website, with several thousands more sensitised through our social media and in person.

In **Georgia** together with the Institute of Democracy and Justice, PRI assessed judicial practice of applying custodial and alternative non-custodial measures in late 2022. Initial findings and recommendations were presented at a national conference on 30 November 2022 and later published in a research report. The study has found that the legislative, policy and practical reforms implemented in Georgia's justice sector in recent years have brought significant results, however, there are still challenges, in terms of legislative and practical bottlenecks, in the use of custodial measures and sanctions, which prevent the use of alternatives.

With the support of PRI, a regional conference on 'Application of alternative and non-custodial measures to imprisonment' was held in Tashkent, Uzbekistan. This event was organised by the authorised person of the parliament of the Republic of Uzbekistan for human rights, the Supreme Court of the Republic of Uzbekistan, the Organization for Security and Co-operation in Europe and UN bodies. The discussions focused on supporting resocialisation and reintegration of people in prison and cooperation between the judiciary, probation authorities, national human rights institutions and local executive bodies in the implementation of alternative measures to imprisonment, as well as the role of national human rights institutions and public organisations in protecting the rights and interests of convicted persons.

In **Uganda**, PRI's work promoted the use of non-custodial alternatives through activities including trainings, media campaigns and legal representation of women accused of minor offences. Project results included bail for 7 accused persons, cautions for 2 accused persons, 1 fine and the dismissal of 18 cases. 53 women have benefited from legal representation.

→ **See also:** Chapter 'People at the heart of our work', under 'Women'.

21. www.penalreform.org/resource/non-custodial-sanctions-and-measures-eu-comparative-study

22. www.penalreform.org/where-we-work/europe/projects

23. prialteur.pt/index.php/home/comparative-study/national-reports

24. See presentation at: (download) www.ccja-acjp.ca/pub/en/wp-content/uploads/sites/8/2022/12/Non-discriminatory-alternatives-to-imprisonment-lessons-from-Europe-5th-World-Congress-for-Probation-and-Parole-Session-D3.2.pdf

Rehabilitation and reintegration

As part of our work to support implementation of international standards in **Central African Republic** PRI rolled out several rehabilitation programmes. This included literacy programs in Bangui prisons for 20 men and 10 women detained, as a pilot phase, in collaboration with the Ministry of National Education. This was followed by a roll out of literacy programmes in three prisons outside of the capital reaching 45 people in prison. Also, some vocational trainings to prepare people in prison, especially young people for social and professional reintegration after release, were organised in carpentry and plumbing in five prisons, including women for the first time.

Stakeholders and partners

Civil society

In 2022 we continued to be a trustworthy partner of national and international civil society organisations. We worked alongside and catalysed the engagement of civil society in a number of countries, and at the regional and international levels, to impact change together on criminal justice reform.

In **Central African Republic** the 'Plateforme d'appui aux réformes du système pénitentiaire en République centrafricaine' established by PRI continued to be expanded with a total of 15 civil society organisations. PRI supported the platform through which it empowered and equipped civil society organisations (CSOs) with tools through capacity-building on communication skills.

During 2022, in **Algeria** and **Armenia** PRI has empowered civil society organisations to engage in criminal justice reform efforts.

We remain an active member of coalitions including the World Coalition on the Abolition of the Death Penalty and the International Drug Policy Consortium, as well as the Global Campaign to Decriminalise Status and Poverty.

Authorities

We take a proactive role with government actors, engaging and convincing them of our agenda by adopting a practical and respectful approach, and building trust and long-term collaboration. In 2022, for example, we have worked with authorities in the **Central African Republic** supporting the Ministry of Justice with prison reform efforts, and in **Yemen** we supported the capacity-building of female police officers.

UN and other multilateral forums

PRI engages in multilateral spaces to advocate for human rights standards to be developed and adopted internationally and regionally, and to promote their implementation at national level.

In 2022, we contributed to the work of the UN Human Rights Council including by supporting the work of relevant Treaty Bodies and Special Procedures by responding to calls for information and sharing knowledge and resources.

PRI is also active at the UN Commission on Crime Prevention and Criminal Justice, setting the agenda and advocating for improved responses to the challenges faced by justice systems globally.

People with lived experience of criminal justice systems

During 2022 we explored ways of better including ways of raising formerly imprisoned persons and those with experience of the justice system in a wider sense in a more meaningful, valid way. Looking forward, in 2023 we will be establishing an informal group of people with lived experience who can provide expert input to PRI's work, and in addition we are straightening capacity to mainstream lived experience initiatives into our projects and programmes.

We collaborated with memberships

We signed an Affiliation Agreement with EuroPris in April 2022, which, together with our ongoing cooperation with the Confederation of European Probation, helped PRI contribute to continued work in support of professional, people-centred and evidence-based prison and probation in Europe.

We remained an active member of World Health Organisations' Health in Prisons Programme's Steering Committee and continued our partnership and engagement with other coalitions.

In addition, we are also part of:

- Vienna Alliance of NGOs on Crime Prevention and Criminal Justice
- Vienna NGO Committee on Narcotic Drugs
- Women in Prison Network
- Global Initiative on Justice With Children
- NGO Panel on Children Deprived of Liberty
- Child Rights Connect Working Group on Children of Incarcerated Parents
- Global Campaign to Decriminalise Poverty and Status
- Informal Coalition on Life Imprisonment, which PRI convenes
- Informal CSO Group on Health in Prison, of which PRI is Secretariat

With the humanitarian and peacekeeping international community

In 2022 PRI continued its work in conflict, post-conflict and fragile contexts bringing its expertise in criminal justice to these challenging contexts owing to the lack of financial, material, human and institutional resources, as well as the volatility of the security situation.

PRI continues its work in **Central African Republic (CAR)**, as an implementing partner to the United Nations Multidimensional Integrated Stabilization Mission in CAR.

→ See also:

- In **Sudan**, our work included creating a national network for emergency support for women and girls as victims of gender based violence (Chapter 'People at the heart of our work', under 'Women').
- Our work in **Yemen** saw the continuation of support to female police officers at the established female police academy by providing specialised trainings (Chapter 'People at the heart of our work', under 'Women').

Organisational information



Structure and governance

PRI's governing document is its Articles of Association, which sets out our objectives, mission and powers as a registered Association in the Netherlands. It also sets out the arrangements for the appointment of Board members and their duties and competencies.

In 2022, the Board (the General Board) consisted of 10 members, with a balanced representation of the different regions of the world. The Board holds the powers and responsibilities set out in the Dutch Civil Code. It determines in general terms PRI's policy and approves the annual report and audited accounts of the Association. It elects the officers (Chair, Treasurer and Secretary General) and deputy officers from its membership and these officers constitute the Executive Board.

The Executive Board meets at least three times a year and provides guidance and direction for ongoing activities. It considers the financial accounts of the past year and the budget for the current year, referring to the Board for approval of decisions. The Board may delegate all or part of its powers to the Executive Board, in so far as compliant with the provisions of Dutch law.

The decisions of the Board and Executive Board are implemented by the Executive Director who reports directly to the Board and Executive Board to set out progress on agreed priorities with reference to PRI's strategic plan.

The Advisory Council established in 2020 has ten distinguished experts, appointed to strengthen our impact and networks to achieve our ambitions.

Our funders

PRI would like to thank the following organisations and institutions for their support in 2022

Funder	Project
Advocates for International Development	<ul style="list-style-type: none"> Practical training on building professional capacity for criminal justice stakeholders in Rwanda
Council of Europe	<ul style="list-style-type: none"> Short guide to the European Prison Rules Research on the impact of the COVID-19 pandemic on prison reform priorities
DAI/ Human Dynamics	<ul style="list-style-type: none"> Provision of Technical Assistance to the Chilungamo (Justice and Accountability) Programme Malawi
Department of Foreign Affairs, Trade and Development, Canada	<ul style="list-style-type: none"> Capacity building and advocacy for national institutions toward enhanced protection for girl child in contact with the law at the police level in Jordan
Embassy of France (Uganda and Sudan)	<ul style="list-style-type: none"> Campaign against the death penalty (Uganda) Protecting women victims of gender based violence: Inclusive services (Sudan)
European Union	<ul style="list-style-type: none"> Promoting sustainable access to justice for socially deprived women and children in northern Uganda Promoting non-discriminatory alternatives to imprisonment across Europe
Foreign, Commonwealth and Development Office, UK	<ul style="list-style-type: none"> Assessment on impact of the us withdrawal from Afghanistan on radicalisation and terrorism in central Asian prisons
International Development Law Organisation (IDLO)	<ul style="list-style-type: none"> Promoting the use of gender sensitive non-custodial alternatives in Uganda
International Penal and Penitentiary Foundation (IPPF)	<ul style="list-style-type: none"> Promoting non-discriminatory alternatives to imprisonment across Europe
Linklaters LLP	<ul style="list-style-type: none"> Research on sentencing women convicted of drug offences Coronavirus and imprisonment
Ministry of Foreign Trade and Development Cooperation, The Netherlands	<ul style="list-style-type: none"> Enhancing the capacity of female police in Yemen Empowering local CSOs in Algeria to support efforts for reforming the justice sector Enhancing Law enforcement response to COVID-19 in Jordan Access to equality (FATE) in Uganda

Office of Foreign Affairs, Liechtenstein	<ul style="list-style-type: none"> ▪ Reinforcing the protection of human rights in penitentiary systems in case of natural disasters ▪ Research on good governance and human rights in criminal justice systems facing disaster and crises
Open Society Foundation	<ul style="list-style-type: none"> ▪ Institutional grant
Thailand Institute of Justice	<ul style="list-style-type: none"> ▪ Global Prison Trends
The Netherlands Helsinki Committee	<ul style="list-style-type: none"> ▪ Assistance in implementing the strategy of the penal system in the Republic of Armenia ▪ Monitoring COVID-19 prevention and treatment in Georgia's prisons ▪ Following up on post-pandemic entitlements for prisoners and prison staff in Georgia
The Royal Kingdom of Denmark through Democratic Governance Facility (DGF)	<ul style="list-style-type: none"> ▪ Deepening engagement towards the implementation of Torture Prevention safeguards and due process in Uganda
United Nations Children's Fund (UNICEF)	<ul style="list-style-type: none"> ▪ Strengthening the capacity of specialists on children's access to justice and monitoring the situation of children's rights in closed institutions in Kazakhstan
United Nations Democracy Fund (UNDEF)	<ul style="list-style-type: none"> ▪ Strengthening the Rule of Law in Kyrgyzstan, Tajikistan and Uzbekistan
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)	<ul style="list-style-type: none"> ▪ Demilitarisation and Prison Reform in Central African Republic
United Nations Office of Drugs and Crime (UNODC)	<ul style="list-style-type: none"> ▪ Secretariat, Informal CSO Group on Health in Prison ▪ Protecting prisoners' human rights in the Philippines through capacity building for correctional staff and detention monitoring
University of Nottingham	<ul style="list-style-type: none"> ▪ Deaths in Prison

Financial summary

Our sources of income in 2022

	Amounts €
Advocates for International Development	4,032
Avocats sans Frontières	188,885
Council of Europe	6,789
DAI/ Human Dynamics	9,000
Embassy of France (Uganda and Sudan)	109,508
European Union	458,003
Foreign, Commonwealth and Development Office, United Kingdom	64,970
Individual donations	6,804
Interest	412
International Development Law Organisation	122,549
Liechtenstein Office of Foreign Affairs	14,565
Linklaters LLP	55,957
Ministry of Foreign Trade and Development Cooperation, The Netherlands	518,356
Open Society Foundations	108,674
Thailand Institute of Justice	97,490
The International Penal and Penitentiary Foundation	20,145
The Netherlands Helsinki Committee	56,037
The Royal Kingdom of Denmark through Democratic Governance Facility	90,720
UN Democracy Fund	42,485
UN Office on Drugs and Crime	16,270
UNICEF	47,536
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	329,471
University of Nottingham	24,827
Total	2,393,486

Our expenditure in 2022

	Direct costs €	Support & Governance costs €	Total €
Raising funds	82,042	3,607	85,649
Activities:			
Advocating for prison and penal reform	590,220	74,815	665,035
Reducing the use of imprisonment	270,803	34,327	305,130
Prevention of torture, cruel, inhumane or degrading treatment	117,525	14,897	132,422
Abolition of the death penalty	13,575	1,721	15,296
Justice for children	220,220	27,914	248,134
Women in the criminal justice system	860,111	109,027	969,138
Countering violent extremism and radicalisation inside prisons	76,545	9,703	86,248
Rehabilitation and reintegration	13,088	1,659	14,747
Health in Prisons	59,429	7,533	66,962
Total	2,303,558	232,503	2,588,761

Detailed accounts, with all of PRI's financial information, and a detailed overview of our expenditure and income, alongside our audit and post-audit reports is available on our website at: www.penalreform.org/resource/pri-annual-accounts-2022.

Who's who at PRI

Board

David Fathi

USA

Chair

Prof Anton van Kalmthout

Netherlands

Treasurer (until 31 January 2022)

Erika Marseille

Netherlands

Treasurer (from 1 February 2022)

Dr Roselyn Karugonjo-Segawa

Uganda

Secretary General

Dr Catherine Appleton

Norway

Deputy Chair

Michelle Carpentier

Canada

Board member

Suzanne Jabour

Lebanon

Board member

Paula Litvachky

Argentina

Board member

Dr Dmitry Nurumov

Kazakhstan

Board member

Prof Robert van Voren

Lithuania

Board member

Advisory Council

Justice Imman Ali

Bangladesh

Avril Calder

UK

Don Deya

Kenya

Justice Ben Kioko

Kenya

Ioana-Mihaela Morar

Romania

Stephen Pitts

UK

Judge David Rennie

UK

Harold Giliard Sungusia

Tanzania

Kathryn Waldegrave

UK

Coletta A. Youngers

USA

Offices and staff during 2022

Headquarters

London, United Kingdom

Olivia Rope

Executive Director

John Usher

Director of Finance and Operations
(Deputy Executive Director for
January 2022)

Triona Lenihan

Policy and International Advocacy
Manager

Pauline Jobson

Executive Officer

Arian Kola

Finance Officer

The Hague, Netherlands

Raoul Nolen

Fundraising and Impact Manager

Tanja Dejanova

Project Coordinator

Adriana Pou Hernandez

Research and Project Assistant

Edith Riegler

Project Assistant

Central Asia

Astana, Kazakhstan

Zhanna Nazarova

Regional Programme Manager

Asset Zhaksybek

Accountant

Madina Akhmetova

Project Coordinator

Bishkek, Kyrgyzstan

Aigerim Azimova

Project Coordinator

Middle East and North Africa

Amman, Jordan

Taghreed Jaber

Regional Director

Haitham Shibli

Deputy Regional Director

Huda Abu Atiyyeh

Projects Manager

Rawan Musharbash

Senior M&E Officer

Baha'a Akkad

Administrative and
Financial Manager

Yemen

Adel Dabwan Al-Sharabi

Head of PRI Office

Ahmed Al Haidary

Local Finance Officer

Ghada Al Nuzairi

Administrative Assistant

Sami Al Hazmi

Local Project Officer

Sudan

Noon Kashkoosh

Local Coordinator

South Caucasus

Tbilisi, Georgia

Tsira Chanturia

Regional Director

Sub-Saharan Africa

Kampala, Uganda

Doreen Namyalo Kyazze

Regional Director

Patrick Lugunga

Finance Manager

Rebecca Nakabugo

Administration and Finance Officer

Josephine Namukasa

Legal Officer

Samson Nseko

Legal Officer

Allan Semalulu

Office Assistant

Brian Kisomose

Senior Legal Associate

Deborah Kugonza

Legal Officer

Rebecca Nandera

Communications Officer

Isaac Ntensibe

Project Assistant

Emmy Ocen Olobo

Paralegal Officer

Winifred Namubiru

Monitoring and Evaluation Officer

Rachel Nalukwago

Welfare and Logistics Officer

Bangui, Central African Republic

Michel Gabriel Ngoo-Djob Litet

Project Manager

Kevin Junior Abouma

Project Assistant

How to keep in touch with PRI

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www.penalreform.org

Sign up for our monthly newsletter at:
www.penalreform.org/keep-informed

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Facebook: [@penalreforminternational](https://www.facebook.com/penalreforminternational)

LinkedIn: [Penal Reform International](https://www.linkedin.com/company/penal-reform-international)

YouTube: [Penal Reform International](https://www.youtube.com/channel/UCv8v8v8v8v8v8v8v8v8v8v8)

Regionally

Penal Reform International in Central Asia

Website: www.penalreform.org/central-asia

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Twitter: [@PRICentralAsia](https://twitter.com/PRICentralAsia)

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Penal Reform International in Middle East and North Africa

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Facebook: [@menaregion](https://www.facebook.com/menaregion)

Penal Reform International in South Caucasus

Website: www.penalreform.org/south-caucasus

Facebook: [Penal Reform International South Caucasus](https://www.facebook.com/PenalReformInternationalSouthCaucasus)

Penal Reform International in Sub-Saharan Africa

Website: www.penalreform.org/africa

Twitter: [@PRIinAfrica](https://twitter.com/PRIinAfrica)

About Penal Reform International

Penal Reform International (PRI) is an independent non-governmental organisation that develops and promotes fair, effective and proportionate responses to criminal justice problems worldwide. We work to promote criminal justice systems that uphold human rights for all and do no harm. We run practical human rights programmes and support reforms that make criminal justice fair and effective. Our primary objectives are to secure trials that are impartial, sentencing practices that are proportionate and promote social rehabilitation, and humane conditions of detention where alternatives to imprisonment are not possible. We work through country missions, regional hubs, remote coordination, and through partners.

www.penalreform.org

FAIR AND EFFECTIVE CRIMINAL JUSTICE

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